

Somerset



Your voice on local health and social care

# Guide to the Stewardship Group & the Priorities Panel



Somerset LINK  
to Somerset HealthWatch  
2011-2012

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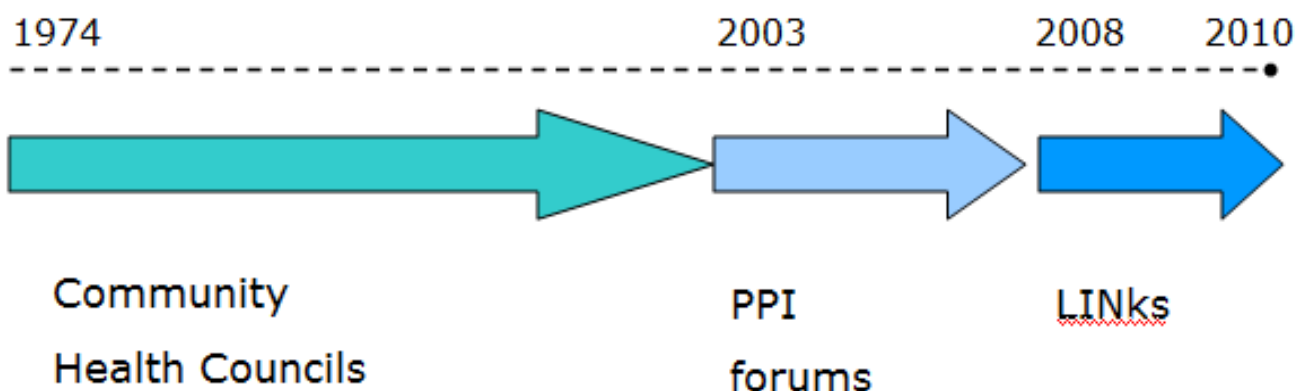
# 1. What is the LINK?

Each local authority (council) has a Local Involvement Network – or a LINK – in order to give local people more power to change their local health services and social care services.

- **Local** – The LINK is based in a local area, in our case, Somerset.
- **Involvement** – It's all about public and patient involvement, which means feeding back our experiences of health and social care to the people who run the services, and getting involved in changing and designing those services.
- **Network** – The LINK is a network of all the people in Somerset who have an interest in health services or social care services, bringing together community groups, charities, Patient Participation Groups from local surgeries (PPGs) and individual patients, service users and carers.

## A brief history of 'the independent patient voice':

The NHS and social care services rely on feedback from their 'customers' in order to design the best services for their needs. LINKs were set up in 2008, following in the tradition of the 'independent patient voice' that started with Community Health Councils and later, PPI Forums.



## The role of a LINK is to...

- **LISTEN** to what local people want;
- **INVESTIGATE** issues of concern to the community;
- **MONITOR** local services; and
- **USE ITS POWERS** to hold services to account and get results.

## The powers of a LINK - Under legislation LINKs can...

- Enter specific services and view the care provided
- Request information from commissioners about services and expect a response
- Make recommendations and expect a response from commissioners
- Refer matters to the local Overview & Scrutiny Committee

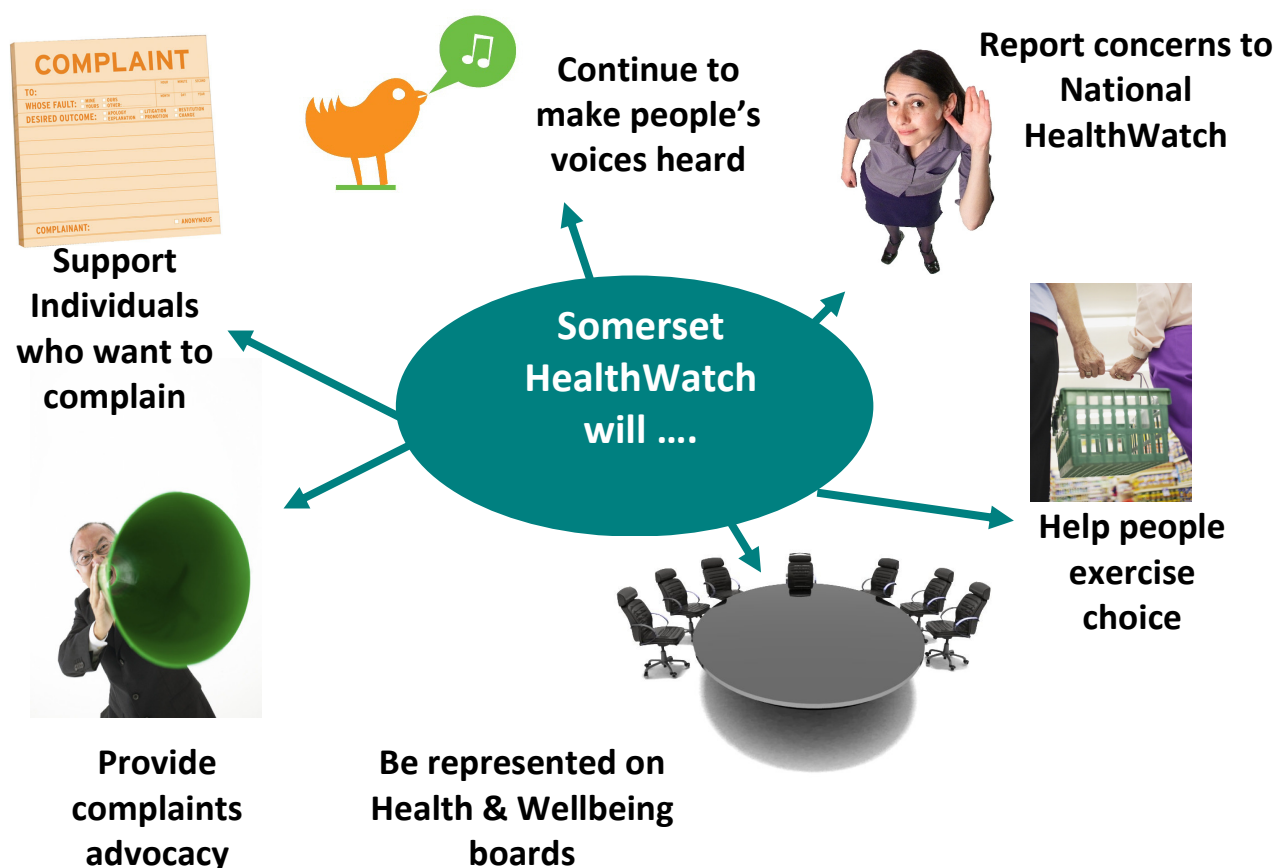
## You are the LINK!

- You are the expert
- You can give your views directly to the people that run services
- You can change the way services are run and delivered
- Providers are obliged by law to listen to your views
- Your views matter!

# 2. HealthWatch: The Future of LINKs

**The NHS is changing. What will happen to the LINK...? LINKs will evolve into local HealthWatch, the consumer champions for patients and communities.**

The patient voice will continue to be a central part of the development of health and social care services. To give patients a stronger voice, the Government is planning to establish a new national consumer champion called HealthWatch England. To ensure that there is a champion for patients' concerns in every area, the Government is also planning to transform LINKs into local HealthWatches.



## What will stay the same?

Local HealthWatch organisations will continue to be the patient voice for consumers of health services and social care services. They will continue to ensure that the views and feedback from patients and carers are an integral part of local commissioning across health and social care. Local HealthWatch organisations will also continue to have the existing powers that the LINKs have: the right to Enter & View, and the right to receive prompt responses from commissioners and providers of services.

## What will change?

Local HealthWatch will retain many of the functions of the LINK, continuing to champion the voice of patients and the public who use health and social care services. But Local HealthWatch will have additional roles:

- Representation on new Health & Wellbeing Boards
- a role in complaints advocacy
- providing information to help people to exercise choice about their care.

## When will this happen?

Current plans are that the LINKs are going to turn into Local HealthWatches in 2012.

# 3. So what's happening now in Somerset?

**A selection event is being held on Tuesday 29 March 2011 at St. John's Ambulance HQ in Bridgwater, to select new volunteers for the 'transition year.'**

## **Why is this event being held?**

The Somerset LINK has recently agreed that the LINK will be structured with a Stewardship Group and a Priorities Panel. In the past, the LINK was operating with just a Stewardship Group, but the new model has been trialled in various other LINKs and is proving a more successful model.

We are therefore holding a Selection Event for any interested participants to put themselves forward to work on either the Stewardship Group or the Priorities Panel.

In order to make the selection process fair, we have put together a Selection Panel of four representatives from local charity and user-led organisations who will decide which applicants are best suited to the roles.

## **I'd like to join in! What will I need to do?**

There will be one selection event at 5pm and one selection group at 7.30pm (with a break for buffet snacks in between). Hopefully this means that people who are working will be able to attend the later event.

During this event, which will be informal and hopefully quite fun, there will be a chance to meet other LINK members and the Selection Panel, and take part in some informal group work.

During the event all attendees will be scored against various criteria by the Selection Panel:

- Team working
- Listening skills
- Communication skills
- Equality and diversity awareness and practice
- Approach to accountability
- Commitment
- Motivation & enthusiasm
- Contribution to planning the future
- Areas of special interest

At the end of the event, all attendees will be asked whether they still want to go forward for selection – and if so, they will complete a very simple application form. Their names will then be put forward for selection to the roles that they have chosen, and the Priorities Panel will decide which people are best suited to which roles.

## **How do I apply to come along to the Selection Event?**

To apply to come along, simply complete the application form at the end of this booklet to indicate which session you would like to attend, and which group you think you might like to join.

# 4. Stewardship Group: Terms of Reference

**“The Stewardship Group will be appointed annually, in accordance with an agreed procedure. The Stewardship Group will be a Strategic Group, accountable to the wider LINK, with responsibility for steering and overseeing the affairs of the Somerset LINK.”**

*- Somerset LINK Governance*

**The following information is from the Somerset LINK Governance document (which is why the numbering starts at 11).**

## 11 Membership of the Stewardship Group

- a. The Stewardship Group shall comprise a maximum of 12 members and shall have not less than six members;
- b. Members of the Stewardship Group will each have one vote at Stewardship Group meetings;
- c. The Stewardship Group will have the power to co-opt other people onto the Group from both the wider LINK and the voluntary sector. Co-opted members will not have any voting rights on the group;
- d. A minimum of a third of the members of the Stewardship Group must be present for the meeting to be able to make decisions;
- e. In the absence of a quorum, business may be dealt with, but any decisions taken will not be effective until agreed at the next meeting at which a quorum is present;
- f. All Stewardship Group members shall serve for a period of 12 months, and will be eligible to stand for re-appointment;
- g. Any member of the Stewardship Group wishing to resign must give written notice to the Host Organisation;

- h. The Stewardship Group may ask any of its Members to step down if he or she violates the approved Code of Conduct.

## 12 Stewardship Group Terms of Reference

The Stewardship Group of the LINK is a group of people with a range of skills, knowledge and experience, which when combined, can be used to guide the LINK effectively. The Stewardship Group will act in accordance with its agreed Terms of Reference and be accountable to the LINK for its activities.

The Stewardship Group provides the Somerset LINK with its governance, separate from the LINK's key roles of direct public involvement, obtaining and passing on views, monitoring and reviewing services. This arrangement ensures that a small group of people are not put in the position of, or being seen as, speaking on behalf of the community of Somerset.

The Group's key role is to support the activities of the wider LINK, not to lead it or participate in its main activities. The Group is responsible for ensuring that:

- The Somerset LINK's purpose and values are agreed by the people of Somerset;
- The LINK operates in an open and transparent manner;
- The LINK complies with the law;
- The LINK respects the role of the Host staff;
- All LINK activities comply with its statutory obligations and published governance arrangements;
- The legal obligation of the LINK in respect of preparing and publishing an annual report is complied with;
- An annual meeting is held each year in May, at which the Annual Report, Annual Work Plan, key policies, strategies and procedures are agreed;
- Quarterly events are held, in different locations in the County, at which the Work Plan will be reviewed and the Stewardship Group and Priorities Panel will present reports of their work;
- It develops and sustains the LINK's public engagement systems / structures;
- It maintains budgetary control of the LINK's expenditure;
- LINK projects are delivered on time, within budget and to the highest standard possible;

- It develops and keeps under review strategies, policies and systems to enable effective partnership working between the LINK and health and social care organisations and with the community and voluntary sector in Somerset;
- LINK reports are sent to the appropriate statutory bodies and responses disseminated to the LINK;
- The legal obligations placed on statutory bodies are complied with in respect of supplying information to the LINK and Responding to LINK reports;
- It participates in the performance management arrangements agreed by Somerset County Council - relating to the Host's contract with the Council;
- It puts in place and monitors a system for the appointment of individuals to be part of the LINK's authorised panel of representatives (the Enter & View Team) and LINK representation on outside bodies (the Panel of LINKs Representatives).

Members of the Group will be impartial and not become involved in the prioritisation of issues brought to the LINK or directly engaged in Task and Finish Groups (unless this is required due to lack of local volunteers for these roles).

The Group receives appropriate administrative and professional support from the Host Organisation in accordance with a Working Agreement, agreed by both parties.

## Commitment

The term of office for a member of the Stewardship Group is 12 months.

As a general guide, membership of the Stewardship Group involves up to 10 hours per month, including:

- Group meetings – once every two months/or as required;
- Quarterly LINK events;
- Review day – one per six months.

As individuals, Group members are expected to:

- Be interested in and committed to the development of the LINK;

- Understand and be committed to the LINK's policies and values and equal opportunities;
- Be prepared to participate in governance working parties or other policy groups set up by the Stewardship Group;
- Regularly attend meetings of the Stewardship Group;
- Support all decisions once they have been reached by the Stewardship Group
- Be willing to participate in training events;
- Accept the time commitment involved in their full participation as a Stewardship Group member.

As members of the Stewardship Group they will:

- Ensure that funds received by the LINK are properly managed and accounted for;
- Keep under review the LINK's overall policy and direction and contribute to its development;
- Ensure that, given the constraints on resources, the LINK is meeting its aims;
- Take a long term view of how the LINK should develop;
- Ensure that the Group responsibilities which are delegated to individuals are carried out.

## 13 Stewardship Group Roles and Responsibilities

### General abilities

The LINK has a principle of ensuring that the diversity of the area is covered and that all have an equal opportunity to voice their views and take part in LINK activity. It is therefore important that fresh and different perspectives are drawn upon to govern the LINK and be inclusive in the way it fulfils its purpose. For this to be achieved all members of the Group sign up to these principles but at least one member will have experience in addressing equality and diversity issues and a good understanding of the diversity of Somerset.

Members of the Stewardship Group will have a commitment to the following principles:

- **Community Engagement and Inclusion** – In line with Somerset LINK’s purpose to provide a voice for the community of Somerset, members of the Group need a high level of commitment to the principles of patient and public involvement, especially enabling the involvement of disadvantaged groups. This includes having the time to contribute to the work of the Group and the ability to promote the LINK and encourage further involvement from a wide cross section of the population of Somerset.
- **Team working** - The ability to contribute as an individual and collectively to the work of the Group and the LINK generally.
- **Influencing and communication** – Being proactive, having the ability to gain support and influence through good communication skills.
- **Contribution to planning the future** - Having the ability to think ahead, not only identifying problems but also providing solutions.
- **Holding to account** - As well as the ability to accept accountability and probe and challenge constructively all members of the Group will promote public accountability in health and social care through open and transparent communication with commissioners and providers

# 5. Stewardship Group

## Who's Who (Roles & Responsibilities)

### Chair

#### Responsibilities:

- To provide leadership and direction for the Stewardship Group, enabling the Group to carry out its roles effectively for the good of the organisation
- To ensure meetings are run well, including participation from all involved, timekeeping, decision making and team work
- To work with the Host/other members of the Group to ensure that the decisions of the Group are acted upon

#### Skills:

- Ability to think and plan ahead, balancing needs and constraints
- A good understanding of what the organisation is about
- Good at running meetings and getting everyone to contribute
- Good at summarising discussions and getting people to make decisions
- Ability to handle conflict
- An understanding of equality and diversity issues

### Financial Officer

#### Responsibilities:

- To take the lead within the Group in financial matters affecting the LINK
- To assist in the establishment of LINK budget management arrangements – income and expenditure, decision making and reporting to the wider population as well as the core membership of the LINK

#### Skills:

- Confident and at ease in dealing with figures / financial matters
- Budgeting
- Financial management

### Community engagement officer

#### Responsibilities:

- To take the lead within the Group in relationship management and networking
- To provide expertise / knowledge of different methods of engaging people and communities (especially hard-to-reach communities)

#### Skills:

- Worked in community environment – voluntarily or professionally
- Good networker
- Good communicator
- Experience of working with people / groups who are considered disadvantaged and/or hard to reach

## LINK Representative Officer

### Responsibilities:

- To ensure that LINK Representatives are supported in their roles
- To provide a point-of-contact with the Stewardship Group for LINK Reps

### Skills:

- Organisation and communication skills
- Good people skills

## Communications Officer

### Responsibilities:

- To take the lead within the Group in promoting the LINK and encouraging involvement of more people from a diverse cross section of the population
- To provide input on how best to capture the interest of the media and stakeholders for positive reporting

### Skills:

- Good communicator
- Experience of public relations or communications

## Equalities and Diversity Officer

### Responsibilities:

- To encourage values of equalities and diversity to develop within the Stewardship Group of the LINK
- To ensure that no member of the LINK suffers direct or indirect discrimination on the grounds of gender, gender identity, age, race, religion, belief, disability, sexual orientation or marital status.
- To ensure that all members of the LINK can have their say, and that consideration is given to ensuring that hard-to-reach groups are consulted during the course of projects

### Skills:

- An understanding and experience of Equalities & Diversity issues
- Knowledge of the diversity of the locality and the different issues and approaches to enabling the involvement of all
- Knowledge and expertise in equal opportunities
- Commitment to enforcing the equality and diversity policy of the LINK

## Policy Officer

### Responsibilities:

- To take the lead within the Group in all governance / legislation matters affecting the LINK
- To be conversant with the legal requirements surrounding the LINK
- To be conversant with the overall direction of involving more people and communities in decisions surrounding their local health/social care services
- To guide on policy and governance for the LINK

### Skills:

- An awareness of the Government's agenda for placing the patient at the heart of the NHS and involving a wide cross section of people in the decision making processes for local health and social care services
- An awareness of the powers of LINKs and the statutory framework

# 5. Priorities Panel: Terms of Reference

**“The main role of this panel will be to make decisions and prioritise actions when a topic or issue is raised with the LINK.”**

*- Somerset LINK Governance*

**The following information is from the Somerset LINK Governance document.**

The LINK will have an annual work programme, as agreed by LINK participants at its Annual Meeting. However, much of this may cover more strategic actions that the LINK proposes to take. There will be other areas of interest, topics or issues that arise at any time and it will be necessary to have a process by which the LINK can decide on what to do with such matters. A decision making and priority setting process will form part of this to ensure that relevant, appropriate and sound decisions are made and that all LINK participants are made aware of such decisions.

## 15 Priorities Panel Terms of reference

In accordance with the LINK’s agreed decision making and priority setting process the Priorities Panel will:

1. Decide upon action to be taken on areas of interest, topics or issues, i.e. items:
  - brought to the LINK’s attention;
  - not currently included in the LINK’s annual work programme;
  - that arise at any time between LINK quarterly / annual events.
2. Approve items, using the agreed decision making / priority setting criteria, to be:
  - added to the LINK’s work programme;
  - referred to commissioners / providers of services;
  - referred to the Scrutiny Committee of Somerset County Council;

- included as discussion topics on the LINK's website / through the LINK's newsletters.
3. Determine those matters which are not to be actioned by the LINK.
  4. Inform the LINK on actions it has taken between LINK events.
  5. Report to the LINK Stewardship Group – through a copy of each decision made.
  6. Report to the LINK Stewardship Group where an issue is considered to have implications for the governance of the LINK.

## 16 Priorities Panel Members

Being a member of the Priorities Panel is a voluntary, unpaid position. Travel and other agreed expenses will be paid to Priority Panel members working on behalf of the LINK, according to the LINK's Reimbursement of Expenses Policy. The term of office for a member of the Priorities Panel will initially be for a period of 12 months.

Thereafter, half the membership will be appointed for two years and the other half for three years. Those members appointed for the initial twelve months will be eligible to stand for a further period of office. There will be a minimum of 7 panel members and a quorum of 5 to make a decision.

## Commitment

Membership of the Priorities Panel will involve being available to be consulted as and when necessary but as a general guide the following level of commitment is anticipated:

- Activity - the Priorities Panel will operate virtually using a decision-making matrix, which will also ask how the issue should be dealt with;
- Meetings - 3 or 4 times a year;
- Training - at least twice a year - for whole or half day.
- More time may be required in the initial stage of the setting up of the Priorities Panel.

## Desirable Background Experience

A member of the Priorities Panel needs to have some experience / knowledge of aspects of health and social care services. This could be as a service user or carer or as someone involved in the voluntary sector, etc.

Knowledge / experience is required in one or more of the following areas:

- Ambulance services e.g. emergency, patient transport;
- General health and well being, e.g. public health, diet, nutrition;
- Hospital services e.g. outpatients, wards;
- Primary health care e.g. community hospitals, GPs, dentists;
- Social care in the community e.g. day care, home help;
- Social care in residential settings e.g. care homes;
- Specific conditions, e.g. cancer, diabetes;
- Service user groups, e.g. carers, young people, elderly.

## Personal Competencies

- Good communication skills are necessary, including the ability to:
- Be able to communicate widely (with support where needed);
- Be open to the views of others;
- Make a short presentation (with support where needed);
- Objectively interpret various presentations;
- Objectively consider and evaluate proposals;
- Be willing to use computer technologies where possible. If this is not possible the LINK will work with the person appointed to the Priorities Panel to develop a communication strategy.

## Personal Attributes

Ability to set aside personal interests or concerns when making decisions on behalf of the Somerset LINK, including:

- Preparedness to support collective decisions, irrespective of personal views;
- An awareness of diversity and equality principles.

# Standards in public life

All members of the Panel are expected to observe the LINK's code of conduct and to observe the seven principles of public life (known as the Nolan Principles).

## The Nolan Principles

**Every volunteer and employee at the Somerset LINK must be committed to the Nolan Principles of Public Life.**

### 1. Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

### 2. Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### 3. Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### 4. Accountability

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### 5. Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

### 6. Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### 7. Leadership

Holders of public office should promote and support these principles by leadership and example.

# 6. The Priorities Panel: How it works

**“The main role of this panel will be to make decisions and prioritise actions when a topic or issue is raised with the LINK.”**

*- Somerset LINK Governance*

The Priorities Panel looks at issues raised by members of the public.

The Panel considers these issues using a decision making tool. A final decision then decides what action will be taken:

- No action;
- Further discussion/exploration to be started amongst LINK participants/registered groups;
- Survey be undertaken of LINK participants;
- Letter be sent to Trusts/Somerset County Council reflecting concerns raised by LINK participants – matter to be referred to Stewardship Group to be taken forward and followed up;
- Recommendation that LINK project be undertaken (referred to Stewardship Group to consider request for LINK’s resources to be used and project group to be established).

The decision making criteria can be reviewed at the LINK’s Annual Meeting. In between these meetings the Priorities Panel would be required to report on its work at quarterly public meetings.

The relationship with the Stewardship Group is important. The Priorities Panel has a duty to report to the LINK Stewardship Group, where:

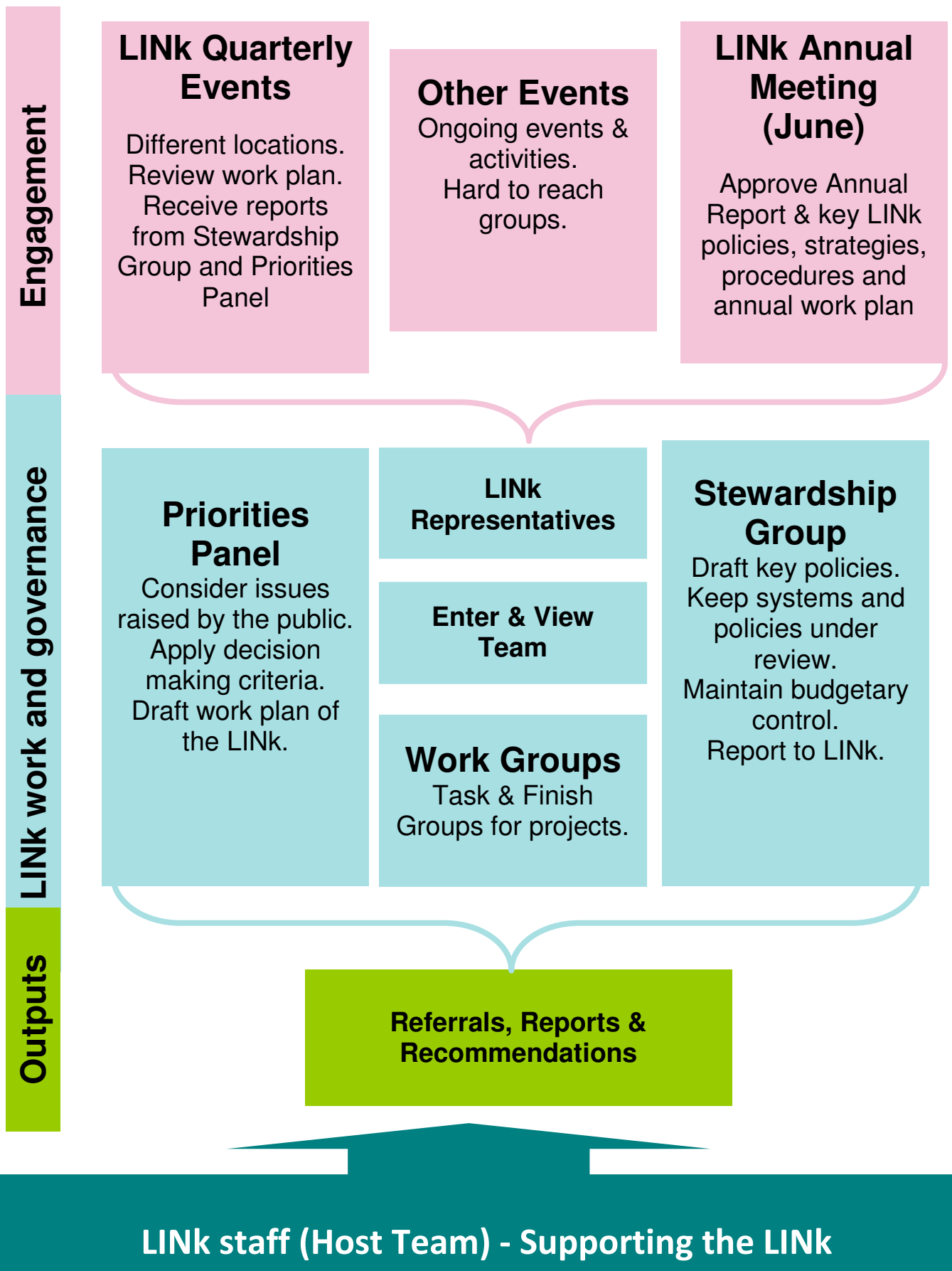
1. an issue is considered to have implications for the governance of the LINK;
2. where LINK resources are to be deployed;
3. Where a referral is to be made to convey LINK participants’ views to:
  - NHS Trusts (including PCTs) or providers;
  - Somerset County Council Scrutiny Panel.

(N.B. In deciding on recommendations for funding for a LINK's project, the only grounds the Stewardship Group could use for refusing such a request could be on financial grounds, not in respect of the merits or demerits of such a proposal.)

The Priorities Panel members could be invited to take part in the discussion at the Stewardship Group meeting on their recommendation (but would not be entitled to vote).

If a recommendation for a project is approved by the Stewardship Group, then the Stewardship Group would be responsible for setting up a Task Group to develop the proposals and see it through. The Stewardship Group could commission an external organisation to carry out such a project.

# 7. LINK Structure Diagram



# 8. Meetings

## Annual General Meeting

One key purpose of this event is to give all LINK participants an opportunity to effect important decisions, particularly about the way the LINK is to operate. In summary the meeting provides:

- Public accountability for the LINK's activities and use of funds (through the LINK's annual report);
- An opportunity for LINK participants to agree the LINK's annual report for the preceding year;
- An opportunity for LINK participants to agree the LINK's annual programme for the forthcoming year;
- An opportunity for LINK participants to agree any changes to the LINK's policies, strategies, such as the Governance Framework, the LINK's decision-making / priority setting protocol and any other schemes of delegation.

## Quarterly Events

The purpose of the quarterly events is to:

- Provide opportunities for the local community to find out more about the LINK and health and social care services in their area
- Enable LINK participants to raise and debate issues of interest
- Provide opportunities for members of the LINK Stewardship Group and of the LINK Priorities Panel (who decide how issues brought to the LINK are to be dealt with) to be held to account for their work on the LINK's behalf

**The first event for the next year will be on Wednesday 6 April 2011, from 10.30am – 3pm, at St. John Ambulance Headquarters in Bridgwater. The theme is 'NHS Reforms.'**

## Stewardship Group Meetings

The Stewardship Group is a Strategic Group, accountable to the wider LINK, with responsibility for steering and overseeing the affairs of the Somerset LINK. The Stewardship Group meets every 2-3 months as agreed by the group. These meetings are open to members of the wider LINK, so that anyone can attend. Twice a year the Stewardship Group meetings are 'Review Meetings' to review the progress of the LINK.

## Priorities Panel Meetings

The Priorities Panel meets quarterly, or as agreed by the group, in order to make decisions and prioritise actions when a topic or issue is raised with the LINK.

## Working Groups

Working groups are set up as required. They are 'Task & Finish Groups' with a specific project or task to complete. They are set up to take responsibility for carrying out a project or specific task, and finish when the project or task is complete.

# 9. Frequently Asked Questions

## What is the Somerset LINK?

Each Local Authority has a Local Involvement Network (LINK). The LINK is a network of people in Somerset who have an interest in health services or social care services, bringing together community groups, charities, Patient Participation Groups from local surgeries (PPGs) and individual patients, service users and carers. They collect stories and feed back their views to the people who run and commission health and social care services.

## What is the Stewardship Group?

The Stewardship Group is a Strategic Group, accountable to the wider LINK. The Stewardship Group has responsibility for steering and overseeing the affairs of the Somerset LINK. Within the Stewardship Group there are specific roles which are suited to people with particular skills.

## What is the Priorities Panel?

The Priorities Panel looks at issues raised by members of the public. The Panel considers these issues using a decision making tool. A final decision then decides what action will be taken. When needed, it sets up smaller 'work groups' which have specific tasks to do – e.g. collecting patients' views about hospitals.

## What skills do I need to volunteer?

We need volunteers who are team workers, who have listening skills, communication skills, equality and diversity awareness, commitment and motivation & enthusiasm. Areas of special interest are an advantage, for example, knowledge of nursing homes or hospitals, knowledge or experience of living with a long-term disease or caring for someone. But above all, we are looking for people with an enthusiasm for helping people to have their say about health and social care services.

## **What staff work for the LINK?**

The Somerset LINK has four part-time members of staff: Stephen Letchford (Locality Manager), Jonathan Yelland (Development Officer), Lucy Nicholls (Development Officer) and Theresa Stanton (Admin Assistant). We are based in an office just outside Hambridge, near Langport in Somerset. Our role is to support the Somerset LINK. We are employed by a charity called Help & Care, which is the 'host organisation' for the Somerset LINK.

## **How much time will the roles take, if I am successful?**

The Stewardship Group may take up to ten hours per month for someone who is very involved, although members who just want to attend meetings may only need to spare 2-4 hours a month. The Priorities Panel members may need up to 4 hours per month, although if you want to get involved in individual projects then this will take up more time.

## **What do I need to bring to the Selection Event on 29 March?**

You don't need to bring anything – refreshments will be provided.

## **I don't want to volunteer but I would like to join the LINK – what should I do?**

If you would like to join the LINK (which is free of course!) you just need to let us know and we will add you to our mailing list and make sure that you are kept up to date with our projects. Ring 01458 250674 or email [somersetlink@makesachange.org.uk](mailto:somersetlink@makesachange.org.uk) and let us know your name and address.

## **I don't want to volunteer but I would like to attend a LINK Event – what should I do?**

The next public LINK Event will be held at the Bridgwater Rugby Club on Wednesday 6 April 2011 from 10am-3pm. The theme is "LINK to the Future! How the NHS is changing (and what it all means!)." If you would like to attend, contact us and let us know. Ring 01458 250674 or email [somersetlink@makesachange.org.uk](mailto:somersetlink@makesachange.org.uk).

# 10. Application Form

**Yes please! I want to volunteer to help patients and the public across Somerset have a greater voice.**

- ✓ I would like to attend the Volunteer Selection Event on Tuesday 29th March 2011 at St. John Ambulance Headquarters in Bridgwater.

I would like to attend the following session:

5pm- 6.30pm  7pm-8.30pm

*Light refreshments will be available for both sessions.*

I am particularly interested in:

- The Stewardship Group  
 The Priorities Panel  
 Other / not sure

**Name:**

.....

**Address:**

.....

**Email:**

.....

**Telephone:**

.....

**Any dietary / access needs?**

.....

**Thank you!**

Please return this form to:

**FREEPOST RSAC-KSRE-CZCE (no stamp required)  
Somerset LINK**

**2, Bowden's Business Park, Hambridge, Taunton, Somerset. TA10 0BP**

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The Somerset Local Involvement Network (Somerset LINK)  
2, Bowden's Business Park, Hambridge, Somerset. TA10 0BP  
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